

# The Forrester Wave™: Governance, Risk, And Compliance Platforms, Q1 2016

The 14 Providers That Matter Most And How They Stack Up

by Renee Murphy  
January 22, 2016

## Why Read This Report

In Forrester's evaluation of governance, risk, and compliance (GRC) platforms, we identified the 14 most significant platforms in the category — EMC/RSA, Enablon, IBM, LogicManager, MetricStream, Nasdaq Bwise, Navex Global, Protiviti, Resolver, Rsam, SAI Global, SAP, Thomson Reuters, and Wolters Kluwer Financial Services — and analyzed their offerings. This report details how well each vendor meets our 30 criteria and where they stand in relation to each other, helping risk management professionals select the right technology partner for their GRC program.

## Key Takeaways

### **EMC/RSA, Enablon, MetricStream, Nasdaq Bwise, Rsam, SAI Global, SAP Lead The Pack**

Forrester's research uncovered a market in which Enablon, Nasdaq Bwise, MetricStream, Rsam, SAP, SAI Global, and EMC/RSA lead the pack. LogicManager, Protiviti, Thomson Reuters, Wolters Kluwer Financial Services, IBM, Resolver, and Navex Global are all Strong Performers with competitive options.

### **Risk Professionals Are Looking For Partners**

The GRC market is growing because more risk management professionals see GRC platforms as a way to address their top challenges of complexity and scale. They increasingly trust GRC platform providers to act as strategic partners too, although the vendors could do much more to offer industry-specific and domain-specific insight.

### **GRC Product Innovation Is Lacking**

As the GRC market continues to mature, and as new competitors struggle to gain a foothold, some of the legacy vendors are getting complacent with their technology road map and not keeping up with the more advanced product features and design that customers are seeing in other business applications.

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### Notes & Resources

Forrester interviewed and surveyed nearly 50 end users and conducted product evaluations of 14 vendors: EMC/RSA, Enablon, IBM, LogicManager, MetricStream, Nasdaq Bwise, Navex Global, Protiviti, Resolver, Rsam, SAI Global, SAP, Thomson Reuters, Wolters Kluwer Financial Services.

### Related Research Documents

[Choose The Right Technologies To Support Your GRC Program](#)

[Maximize Business Performance With A World-Class GRC Program](#)

[Predictions 2016: Vendors Win, Risk Management Loses](#)

[TechRadar™: Risk Management, Q4 2015](#)

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## Managing Governance, Risk, And Compliance Better Is A Must

We only need to look at AshleyMadison.com, Lululemon Athletica, Sony, and other notable corporate crises to understand the value of managing risk across the enterprise.<sup>1</sup> Organizations face threats in all aspects of their business, and ad hoc management of those crises leaves them more vulnerable to impacts to their revenue and their reputations. Only through a holistic view of risk can organizations adequately prepare for such events and mitigate the potential damage. There have been important lessons recently:

- › **Compliance failures can have cascading impacts.** Volkswagen's attempt to skirt regulations is a cautionary tale of corporate malfeasance in a head-on collision with a regulator.<sup>2</sup> Executives insist that it was a few rogue employees who kept their scheme secret from the board and management. A more holistic approach to the regulatory environment might have helped Volkswagen monitor its controls and identify potential gaps to keep a compliance failure from becoming a financial and reputational disaster.
- › **Compliance-only strategies don't work.** As we learned from Anthem Insurance Companies, Home Depot, the IRS, and other notable information security breaches, compliance-based strategies do not create secure environments.<sup>3</sup> A risk-based approach helps security professionals focus their efforts on critical business processes — especially those that generate revenue.<sup>4</sup> This approach works for finance, HR, logistics, health and safety, and other domains of risk as well, all leading to a more aware and transparent environment that enables the business.
- › **Managing third-party risk is more important than ever.** Target's privacy breach was caused by a spear-phishing attack at its HVAC company's corporate network.<sup>5</sup> BP's Gulf of Mexico well breach was the result of a third party, TransOcean (and TransOcean's third party, Halliburton).<sup>6</sup> In both cases, the risk impacts were much greater on the large brand than the third parties. The complexity of supply and delivery ecosystems and the importance of corporate reputation make third-party risk management a critical aspect of any GRC program.<sup>7</sup>

## GRC Vendors Provide Four Core Capabilities To Manage Risks

GRC vendors all provide the same fundamental capabilities, although the domains or risk and compliance they address may vary significantly. If you are considering a platform, these four aspects of functionality are mandatory:

- › **Content management functionality houses requirements and findings.** GRC platforms must allow risk professionals to collect and manage risk assessment data, transaction information, and control test outcomes as well as regulatory data. This content may be user-created (such as policy or test data) or provided by the vendor in the form of best practices or regulations.

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- › **Workflow management facilitates communications and data collection.** Workflow capabilities allow for notifications, communications, and escalations of processes within the platform. Workflow is essential to risk assessments, control testing, incident management, and audit. The ability to easily change existing workflows or create new workflows is at the heart of the GRC platform.
- › **Reporting capabilities measure status and support decisions.** GRC platforms provide out-of-the-box reporting, with some vendors offering hundreds of prebuilt report templates. Ad hoc capabilities for customized reporting are a staple of the market as well. Strong visualization capabilities mean the difference between a list of information on a home page and dynamic dashboarding, and customers today are looking for strong visualization to tell their risk management stories.
- › **The relational data model ties everything together.** The thing that separates GRC programs from standard business processes is the ability to leverage information for multiple GRC requirements and initiatives. Therefore, GRC platforms must have a database that allows users to create relationships between regulations, policies, controls, risks, assets, processes, business units, employees, and other objects.

## GRC Technology Has Matured Overall, But Innovation Is Lacking

GRC platform vendors have continued to refine their offerings with better reporting, stronger visualization tools, wide-spread adoption of mobile capabilities, and easier-to-use workflow, but there has been very little innovation in enterprise interoperability or advanced analytics, and reporting hasn't gotten any easier for the average business user. The platforms in this Forrester Wave can collect and use data from anywhere in the enterprise, and the sky's the limit for what an organization can track and report on, but the vendors still have a lot of work to do to assure client success:

- › **Vendors are still leaving user expectations unfulfilled.** Users note that GRC platform vendors are knowledgeable of their platforms and technologies, but translating that to specific industry or business requirements has been a challenge. Users also note that while the capabilities of the platform may be extensive and highly configurable, their processes and level of maturity lead them to ignore those advanced aspects of the platform, leaving them struggling to get value out of even the basic functionality they've deployed.
- › **Vendors need to focus on the specific customer's needs.** The GRC vendors follow the herd when it comes to product enhancements, and with users looking for the platform to help them mature, they don't know what to ask for next. This lack of engagement by an immature user base leaves the GRC vendor to offer more point solutions for regulations instead of innovative ways to source risk, use enterprise data, or strengthen communication channels within the application. Vendors that can leverage subject matter expertise to address the needs of specific industries will lead customers to a more successful adoption of risk management.

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- › **Vendors need to offer customers guidance just as much as they offer software.** Risk management and compliance strategies vary by industry. An investment bank does not need the same kind of risk guidance as a utility. However, they often find themselves with the same GRC platform with no real idea of how to leverage it for their unique needs. An implementation without proper insight, understanding, or support gets a reputation as nothing more than a glorified spreadsheet, causing customers to abandon one platform for another or abandon the idea of centralized risk management altogether.

## Governance, Risk, And Compliance Platform Evaluation Overview

To assess the state of the GRC platform market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of 14 vendors: EMC/RSA, Enablon, IBM, LogicManager, MetricStream, Nasdaq Bwise, Navex Global, Protiviti, Resolver, Rsam, SAI Global, SAP, Thomson Reuters, and Wolters Kluwer Financial Services.

Each of these vendors has (see Figure 1):

- › **A GRC platform that supports diverse use cases.** Participants all market a platform that addresses more than one vertical with more than one core GRC solution. For example, standalone risk management, risk analytics, third-party compliance, or supply chain risk management tools were not included in this evaluation due to their single use case.
- › **Substantial market presence.** To be included in this report, vendors must have at least 175 customers and have earned more than \$15 million in revenue for fiscal year 2014.
- › **Relevance to market.** The vendor actively competes in the market and is showing up in vendor discussions with Forrester clients.

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**FIGURE 1** Evaluated Vendors: Product Information And Selection Criteria

Company name	Product name	Product version
EMC/RSA	RSA Archer	5.5.3.2 (version 6.0 launched November 2015)
Enablon	Enablon Risk Management Suite	7.9
IBM	IBM OpenPages GRC Platform	7.1
LogicManager	LogicManager	16
MetricStream	MetricStream GRC Platform 6.1 SP6	6.1
Nasdaq BWISE	Nasdaq BWISE, (short name: BWISE)	4.1.7
Navex Global	Navex Global GRC Platform	No version number
Protiviti	Governance Portal	4.5
Resolver	GRC Cloud	8.2
Rsam	Rsam GRC Platform	v8.5
SAI Global	Compliance 360	2015.1
SAP	SAP Process Control SAP Regulation Management by Greenlight SAP Risk Management SAP Audit Management powered by SAP Hana	10.1
Thomson Reuters	Thomson Reuters eGRC Platform	4.5.00_09
Wolters Kluwer Financial Services	OneSumX	15. 12

**Vendor selection criteria**

**A GRC platform that supports diverse use cases.** Participants all market a platform that addresses more than one vertical with more than one core GRC solution.

**Substantial market presence.** To be included in this report, vendors must have at least 175 customers and have earned more than \$15 million in revenue for fiscal year 2014.

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## Evaluation Analysis

Each of the vendors evaluated in this Forrester Wave has the capabilities to be a governance, risk, and compliance solution for a wide array of industries and regulatory landscapes. The vendors in the market have a tremendous amount in common, including functional capabilities as well as content, but each vendor's strategy is completely distinct. The evaluation uncovered a market in which:

- › **Enablon, Nasdaq, MetricStream, Rsam, SAP, SAI Global, and EMC/RSA lead the pack.** Each of these vendors has a strong current offering, a well-articulated strategy that addresses current and future market needs, and experience successfully supporting large enterprises. These Leaders each have a solid value proposition and philosophy of GRC success that make them an overall strong pick.
- › **LogicManager, Protiviti, Thomson, Wolters, IBM, Resolver, Navex are competitive.** Each of these vendors has a strong current offering that is on many levels comparable with those offered by the Leaders in this Forrester Wave. The difference lies in their specific focus on solutions such as whistleblower hotlines or regulatory change management. Because of this focus, they are influential in their specific markets.

This evaluation of the GRC market is intended to be a starting point only. We encourage clients to view the detailed product evaluations and adapt criteria weightings to fit their individual needs using the Forrester Wave Excel-based vendor comparison tool.

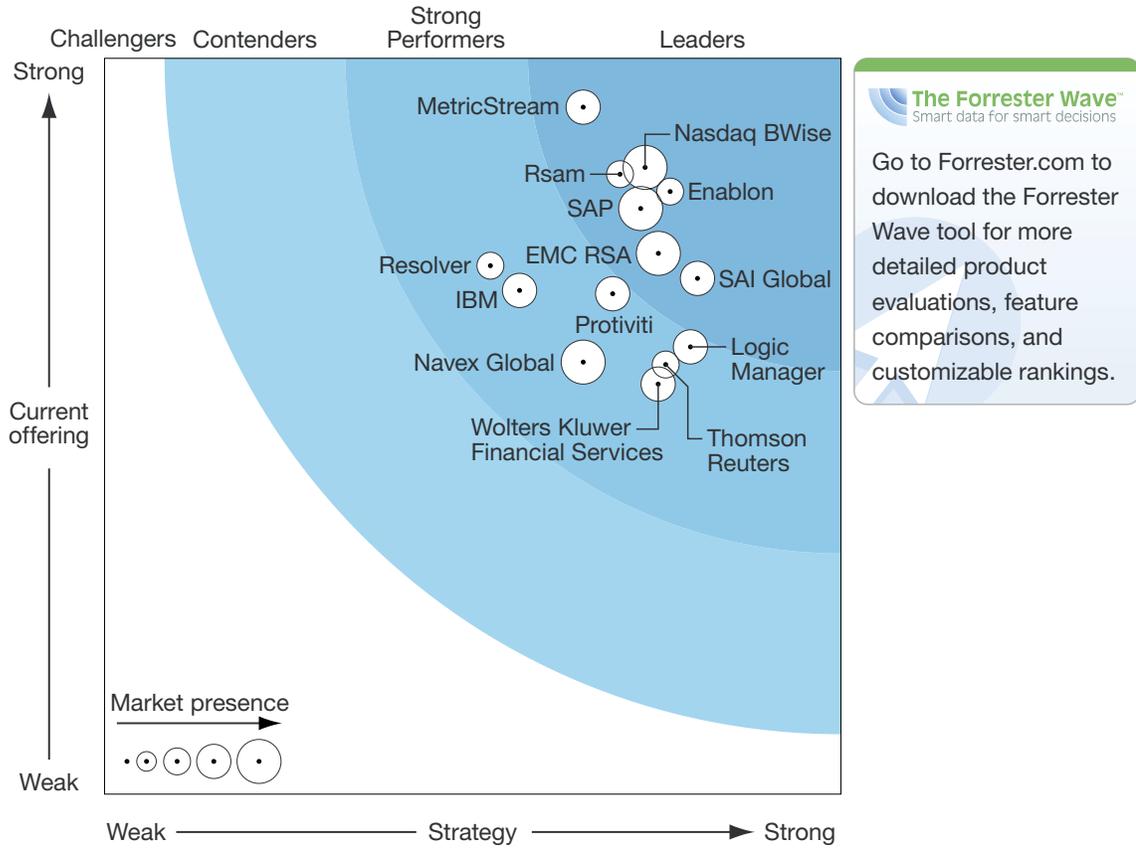
## Vendor Profiles

This evaluation of the governance, risk, and compliance market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool (see Figure 2).

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**FIGURE 2** The Forrester Wave™: Governance, Risk, And Compliance Platforms, Q1 '16



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**FIGURE 2** The Forrester Wave™: Governance, Risk, And Compliance Platforms, Q1 '16 (Cont.)

	Forrester's Weighting	EMC RSA	Enablon	IBM	LogicManager	MetricStream	Nasdaq BWISE	Navex Global	Protiviti	Resolver	Rsam	SAI Global	SAP	Thomson Reuters	Wolters Kluwer Financial Services
<b>CURRENT OFFERING</b>	50%	3.68	4.10	3.42	3.04	4.67	4.26	2.94	3.40	3.59	4.21	3.51	3.98	2.92	2.79
Content management	15%	4.00	4.00	4.00	3.00	5.00	4.00	5.00	3.00	4.00	5.00	4.00	4.00	3.00	2.00
Risk and control management	30%	3.50	4.00	3.50	3.00	5.00	4.50	2.50	3.50	4.00	5.00	3.00	4.00	2.50	3.00
Audit management	10%	4.00	4.50	4.00	2.50	5.00	4.00	1.50	4.00	3.50	4.00	3.00	5.00	3.00	3.00
Data management	15%	3.63	4.00	3.50	3.00	4.63	4.62	2.98	3.75	4.38	3.87	3.37	3.63	3.00	3.26
GRC breadth and depth	10%	4.00	4.00	3.00	3.00	5.00	4.00	2.00	2.00	2.00	4.00	4.00	3.00	3.00	3.00
Technical functionality	20%	3.45	4.25	2.70	3.45	3.65	4.10	3.20	3.70	2.90	2.90	4.00	4.20	3.35	2.50
<b>STRATEGY</b>	50%	3.76	3.84	2.82	3.98	3.25	3.67	3.25	3.45	2.62	3.50	4.03	3.64	3.81	3.76
Company vision and strategy	40%	4.00	3.30	3.00	3.30	4.00	4.00	3.40	2.30	3.30	4.00	4.00	4.00	3.00	3.40
Product vision and strategy	20%	4.30	4.00	3.70	4.70	4.30	4.30	4.40	4.00	2.60	5.00	3.10	3.30	4.00	2.90
Support for GRC roles	10%	4.00	4.00	4.00	4.00	4.00	4.00	2.00	5.00	3.00	3.00	4.00	3.00	4.00	5.00
Customer references	30%	3.00	4.40	1.60	4.40	1.30	2.70	2.70	4.10	1.60	2.00	4.70	3.60	4.70	4.40
<b>MARKET PRESENCE</b>	0%	4.42	2.68	3.01	3.54	3.55	4.09	4.63	3.04	2.71	2.84	3.71	4.29	2.79	4.00
Financial viability	50%	4.50	3.00	4.00	2.75	3.75	4.50	4.25	3.75	2.75	3.00	3.75	4.25	3.25	4.00
Customer base	50%	4.34	2.35	2.01	4.33	3.34	3.67	5.00	2.33	2.67	2.68	3.67	4.33	2.33	3.99

All scores are based on a scale of 0 (weak) to 5 (strong).

**Leaders**

- › **Enablon earned its spot with its usability and support for enterprises.** As the largest independent GRC company that dedicates at least 30% of its revenue back into R&D, Enablon's strengths come from an easy-to-use interface, strong integration capabilities, and advanced features such as single sign-on and video integration. The company's customers include firms in mining and energy, financial services, consumer goods, pharma, and supply chain and other third-party operations.

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- › **Nasdaq Bwise offers a solid platform with strong capabilities in analytics.** As part of Nasdaq's software portfolio for GRC, Bwise has capabilities that include audit, risk, compliance, and policy management as well as sustainability performance management and information security. The interface is still very complicated, and the use cases are currently somewhat limited outside of financial controls management. To address these issues, Bwise will venture into IT risk and compliance use cases as well as into the midtier market with simpler user interfaces and easier-to-use analytics. If the company executes well, it may be disruptive to the GRC market in the process. Look for Nasdaq Bwise to use lessons in interface design in future releases of the product too.
- › **MetricStream is pushing GRC boundaries, focusing on the platform and its partners.** MetricStream's platform exhibits a very large number of use cases across diverse industries such as energy, healthcare, insurance, food and beverage, and automotive. MetricStream is stretching the market with product and solution innovation; however, the reliance on third parties for sales, implementation, consulting, and advisory will likely cause some issues as these programs ramp up; potential buyers should anticipate the potential for a fractured user experience.
- › **Rsam is strong in IT GRC domains including IT risk and business continuity.** With a centralized repository and regulatory content, Rsam is working its way from a focus on information security and IT GRC to enterprisewide use cases, including regulatory change management. As Rsam looks to extend its platform, the company has begun marketing a build-your-own-solution capability; however, user interface improvements will have to support the way users build and configure solutions. For technology-heavy control frameworks and functions, Rsam's 2016 road map will add significant functionality and usability enhancements, and the company will continue to invest and build upon its strong technical foundation.
- › **SAP is gaining ground rapidly on functionality with Hana and SaaS delivery.** SAP has gone through great efforts to bring a clean and easy-to-use interface to its risk and audit GRC offerings. A schedule of quarterly release cycles enables such continual product improvements. With Hana, data analytics and rapid deployment are becoming a reality for SAP customers, and it will continue to improve the risk analytics capabilities of the company's cloud-based audit and risk platforms as they mature. A risk management implementation still requires many different SAP product integrations, and it creates some complexity in the delivery of the product, but organizations with existing SAP implementations should consider SAP GRC on their short list.
- › **SAI Global has an extremely diverse, extremely happy customer base.** SAI Global's Compliance 360 platform is a very compliance-centric solution with limited use cases outside of the regulatory landscape of specific industries including financial services, manufacturing, healthcare and life sciences, retail, agri-food, and automotive. The product is a leading compliance solution among US healthcare companies.
- › **EMC/RSA is best for RSA shops and teams looking for integration capabilities.** RSA Archer continues to be a frontrunner in the IT risk and compliance market with its native integration to RSA products. It primarily suits the needs of compliance managers in technical teams but

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continues to see nontechnology use cases gain traction with customers. It has one of the easiest-to-use admin tools on the market, and the workflow capabilities have been greatly improved. However, configuring RSA Archer is only somewhat manageable, and the platform still needs some improvement in the user interface design.

**Strong Performers**

- › **LogicManager makes it easy to download a wide range of tools and content.** With more than 2,300 GRC customers, LogicManager is another self-funded organization whose entire revenue stream comes from GRC customers. The platform is not modular like competitors, but it does supply industry-specific content and resources such as risk and control libraries and workpaper templates for industries like banking, energy and utilities, education, manufacturing, and healthcare. Specific solutions are available through their online marketplace, making the implementation easier to manage and allowing the vendor to bundle services at no extra cost.
- › **Protiviti is still good at SOX, with a stable platform serving many industries.** Protiviti's Governance Portal has limited extensibility, but the company has been leveraging SharePoint to create workflow and customizations for the midmarket to complement its substantial consulting and advisory services. With MetricStream and Nasdaq Bwise both opportunistically entering the midmarket in 2016 with a full push into the midmarket in 2017, Protiviti will find itself with some stiff competition in the near future.
- › **Thomson Reuters has one of the best content offerings on the market today.** Thomson Reuters continues to be very capable in financial controls management and regulatory change management. Although in the past, Thomson Reuters saw content as the pillar of its platform, recent updates are proving that Thomson Reuters wants the platform functionality to be central, with content available to clients as an additional value.
- › **Wolters Kluwer Financial Services is a compelling choice for compliance pros.** Wolters Kluwer Financial Services is strong in financial use cases such as liquidity and market risk as well as operational risk, which includes financial crime control and regulatory research and intelligence. Customers are primarily banks and credit unions worldwide. The platform itself is limited to compliance and risk management in financial markets. The company's audit tool, TeamMate, is still one of the most widely used audit platforms available. However, the integration between audit and risk happens through API integration, as the products are not part of the same GRC platform.
- › **IBM is a compelling choice for current customers because of product integrations.** The IBM OpenPages GRC Platform has been known as a financial controls management product since its inception, adding substantial operational risk capabilities along the way as well. IBM initially invested little in the product after its acquisition, and the tool stagnated. However, OpenPages continues to be a strong financial controls management and reporting tool with very good visualization capabilities. New investments have allowed the OpenPages product to branch out into IT GRC and ERM with other use cases in the road map. Interface improvements must continue to make the platform easier to use for both light users and administrators of the platform.

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- › **Resolver is unique in the GRC space, converging physical and logical risk.** The Resolver platform is not modular like most competitors; it supplies industry-specific content and resources such as risk and control libraries and workpaper templates that target energy, utilities, financial services, mining, government, and retail sectors. Resolver was recently acquired by Klass Capital along with another software vendor, PPM 2000, which provides solutions for corporate security (theft, assault, breaking and entering, etc.) to coordinate incident management, guard dispatch, and case management capabilities. The company plans to merge PPM 2000 and Resolver and relaunch under the Resolver brand.
- › **Navex Global does not provide full GRC, but a strong corporate ethics platform.** Navex Global continues to be a strong player in the whistleblower hotline, corporate ethics, and compliance markets. The company has very strong content and has created a compelling third-party risk management solution as well. However, the platform has very little risk management functionality, and while there are limited configuration or customization capabilities, customers did not see that as a problem. Navex Global (and its recent acquisition, The Network) has the content and capabilities to deliver all aspects of corporate training and compliance management through a single platform.

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## Supplemental Material

### Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

### Data Sources Used In This Forrester Wave

Forrester used a combination of four data sources to assess the strengths and weaknesses of each solution. We evaluated the vendors participating in this Forrester Wave, in part, using materials that they provided to us by August 2015:

- › **Hands-on lab evaluations.** Vendors spent one day with a team of analysts who performed a hands-on evaluation of the product using a scenario-based testing methodology. We evaluated each product using the same scenario(s), creating a level playing field by evaluating every product on the same criteria.
- › **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- › **Product demos.** We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- › **Customer reference calls and surveys.** To validate product and vendor qualifications, Forrester also conducted reference calls and surveys with three of each vendor's current customers.

### The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave evaluation — and then score the vendors based on a clearly defined scale. We intend these default weightings to serve only as a starting point and

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encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, go to <http://www.forrester.com/marketing/policies/forrester-wave-methodology.html>.

### Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with our Integrity Policy. For more information, go to <http://www.forrester.com/marketing/policies/integrity-policy.html>.

### Endnotes

- <sup>1</sup> Source: Peter Elkind, "Part 1: Who was manning the ramparts at Sony Pictures?" Fortune, July 1, 2015 (<http://fortune.com/sony-hack-part-1/>).  
  
Source: Kim Bhasin, "Lululemon Admits Its PR Disasters Are Hurting Sales," The Huffington Post, December 12, 2013 ([http://www.huffingtonpost.com/2013/12/12/lululemon-pr\\_n\\_4434580.html](http://www.huffingtonpost.com/2013/12/12/lululemon-pr_n_4434580.html)).  
  
Source: Robert Hackett, "What to know about the Ashley Madison hack," Fortune, August 26, 2015 (<http://fortune.com/2015/08/26/ashley-madison-hack/>).
- <sup>2</sup> Source: Russell Hotten, "Volkswagen: The scandal explained," BBC, December 10, 2015 (<http://www.bbc.com/news/business-34324772>).
- <sup>3</sup> Source: Charles Riley, "Insurance giant Anthem hit by massive data breach," CNN Money, February 6, 2015 (<http://money.cnn.com/2015/02/04/technology/anthem-insurance-hack-data-security/>).  
  
Source: Jose Pagliery, "IRS says criminals actually stole data on 330,000 — three-times more than previously believed," CNN Money, November 19, 2015 (<http://money.cnn.com/2015/08/17/technology/irs-data-theft/>).  
  
Source: Robin Sidel, "Home Depot's 56 Million Card Breach Bigger Than Target's," The Wall Street Journal, September 18, 2014 (<http://www.wsj.com/articles/home-depot-breach-bigger-than-targets-1411073571>).
- <sup>4</sup> Governance, risk management, and compliance (GRC) programs have matured well over time. Unfortunately, this maturity has come mostly in response to new and changing regulations, leading to programs narrowly focused on protecting employees, investors, consumers, and other stakeholders — not on protecting the business itself. Companies rarely fail because of poor financial controls, but they fail frequently due to their inability to understand and address disruptive technologies, market fluctuations, changing customer expectations, and competitive pressures. Security and risk professionals have to worry about both sets of risks: those that threaten the company with losses and fines as well as those that threaten their long-term viability. To really improve business performance, expand the fundamentals of your GRC program to the aspects of your company that drive success with customer interactions, which will in turn drive growth and revenue for your company. See the "[Extend Compliance And Risk Management To What Really Matters For Your Business](#)" Forrester report.
- <sup>5</sup> Source: Brian Krebs, "Email Attack on Vendor Set Up Breach at Target," Krebs on Security, February 12, 2014 (<http://krebsonsecurity.com/2014/02/email-attack-on-vendor-set-up-breach-at-target/>).
- <sup>6</sup> Source: Dan Murtaugh, "Shale's Running Out of Survival Tricks as OPEC Ramps Up Pressure," Bloomberg Business, December 29, 2015 (<http://www.bloomberg.com/news/articles/2015-12-28/shale-s-running-out-of-survival-tricks-as-opec-ramps-up-pressure>).

**The Forrester Wave™: Governance, Risk, And Compliance Platforms, Q1 2016**

The 14 Providers That Matter Most And How They Stack Up

<sup>7</sup> Protecting hard-earned corporate reputations takes on greater importance as companies shift strategic priorities to win, serve, and retain customers. When a crisis strikes — whether the result of executive malfeasance, a product safety recall, a security breach, or another violation of a company's brand values — the results can be disastrous. Given that, risk professionals can no longer overlook the growing value and vulnerability of corporate reputations. For more information, see the [“Brand Resilience: Understanding Risk Managers' Key Role In Protecting Company Reputation”](#) Forrester report.

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